

# COLORADO STATE PATROL 2015-2019 STRATEGIC PLAN



**OUR FAMILY  
PROTECTING  
YOURS** SINCE  
1935<sup>®</sup>



**COLORADO**  
State Patrol  
Department of Public Safety

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Dear Colorado State Patrol Members,

Thank you for taking the time to review the 2015-2019 CSP Strategic Plan. The plan serves as a guiding document for the Colorado State Patrol and is designed to provide all members of the agency and our external partners with a shared vision of the future.

The law enforcement profession continues to change and evolve. In order to provide the most professional law enforcement services to the communities we serve, our organization must evolve as well. This plan addresses the upcoming challenges we face as an organization so as to prepare us for a future of success.

Throughout 2015, although I want to remain steadfast on our efforts to

reduce the number of DUI/DUID fatal and injury crashes, I would also like the agency to focus on the reduction of distracted driving related crashes. Distracted driving significantly increases a driver's risk of crashing and this year, through strict enforcement, educational campaigns and partnership with other law enforcement stakeholders, we can keep drivers safe from the many distractions they face each day.

As we look into the future, we will continue to build upon our successes to efficiently and effectively serve the people of Colorado.

Stay safe and healthy,

Respectfully,

A handwritten signature in black ink, appearing to read 'S. G. Hernandez'.

Colonel Scott G. Hernandez  
Chief, Colorado State Patrol



Since our origin, in 1935, the Colorado State Patrol has focused on preserving human life and protecting property within our communities. We continue to strive towards achieving our mission through the development and implementation of multifaceted strategies that are adaptive, innovative and integrated into our belief in the Core Values of Honor, Duty and Respect.

Our collective success in meeting public safety needs within the state is a result of the organization's focused approach to providing dedicated and professional law enforcement services. The CSP Strategic Plan is designed to provide all agency members and key stakeholders from external entities with a shared vision and roadmap for our future.

### **A Progressive Law Enforcement Agency**

The Colorado State Patrol was created to "...promote safety, protect human life and preserve the highways of this state by the courteous and strict enforcement of the

laws and regulations of this state relating to highways and the traffic on such highways" (CRS 24-33.5-201). Since our creation as the Colorado State Highway Courtesy Patrol, we have evolved into a progressive law enforcement agency that has adapted to the changing priorities of the communities we serve. The members of the Colorado State Patrol have maintained a focus on traffic safety initiatives, while accepting the challenges of a more diverse public safety mission.

### **Achieving the Vision**

Our collective success is essential to the safety and security of the people we serve. The Colorado State Patrol is a professional law enforcement agency that has risen to the challenges of an evolving mission which includes all areas of public safety.

While member investment, partnerships and technologies may be individually identifiable, the combined effect of these three principles in saving lives and protecting Colorado will be the ultimate measure in achieving the vision of the Colorado State Patrol.





STATE PATRO

# MISSION STATEMENT

The mission of the Colorado State Patrol is to ensure a safe and secure environment for all persons by utilizing the strengths of our members to provide professional law enforcement services that reflect our Core Values of Honor, Duty and Respect.

# VISION STATEMENT

Through unwavering professionalism and loyal adherence to our core values, the Colorado State Patrol will be a leader in public safety. We will advance our profession as we safeguard life and protect property throughout Colorado.

# CSP TENETS



**Character:** Living by the highest standards of behavior that exemplify the principles of self-discipline, stability and moral strength.

**Knowledge:** The cornerstone which sets the quality for the organization through continuing education and experience to enhance our expertise.

**Honor:** The essence of a person's veritable integrity based on the representation of moral character and ethical actions.

**Courtesy:** Fair and consistent manner in which the organization will provide law enforcement services to all persons.

**Integrity:** Moral fortitude free from corrupting influence that guarantees the strict fulfillment of the duties and trust expected from the organization.

**Judgment:** Application of knowledge, training and expertise to think critically and make sound decisions in order to achieve positive outcomes.

**Loyalty:** Faithful adherence to the organization and its objectives, including an allegiance to oneself and to every member of our organization.

# GUIDING PRINCIPLES

## Commitment To Members

The Colorado State Patrol recognizes its members as our greatest asset. We are committed to investing in our personnel by providing education, personal enrichment and professional development that enables them to utilize their individual strengths to achieve our collective mission of offering the highest quality of service to the public.

## Alignment Of Partnerships

The Colorado State Patrol continues to develop and strengthen internal and external partnerships to improve public safety services. We are dedicated to promoting, sustaining, and expanding these professional relationships to address complex public safety challenges.

## Utilizing Technology

The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on implementing practical technologies that enable our members to be more effective and efficient in the attainment of our mission.

# CORE VALUES

## Honor

The essence of a person's veritable integrity based on the representation of moral character and ethical actions.

## Duty

Dedication of moral commitment to a mission that involves sacrifice of immediate self-interest for the betterment of public safety in Colorado.

## Respect

Conduct in accordance with honorable actions that reflect the highest regard for mission, self and others.

# STRATEGIC GOALS

Maximize the Protection of  
Life and Property

Professional Development  
of CSP Members

Establish and Maintain  
Internal and External  
Partnerships

Provide Professional Public  
Safety Communication  
Services

Protect Critical  
Infrastructure and State  
Assets

Efficiently Manage  
Resources and Capital  
Assets

Develop and Refine  
Internal Processes





STATE PATROL



# MAXIMIZE THE PROTECTION OF LIFE AND PROPERTY

**Strategy:** Public Safety

**Goal Champion:** All Command Staff Members

**Objective:** The primary responsibility of government is to protect life and property. In the complex and dynamic operational environment of the law enforcement profession, the Colorado State Patrol utilizes the application of the knowledge and experience of our members to make predictive and adaptive changes to achieve our public safety mission.

## Performance Measures: DUI/DUID-Caused Crash Reduction

- Reduce by 10% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2015.
- Reduce by 25% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.

## Performance Measures: Fatal and Injury Crash Reduction

- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2015.
- Reduce by 20% the number of fatal and injury crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.

## Performance Measures: Commercial Vehicles and Hazardous Materials Incidents

- Reduce by 2% the number of federally reportable commercial vehicle crashes investigated by troopers statewide in CY 2015.
- Reduce by 10% the number of federally reportable commercial vehicle crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.
- Reduce by 5% the response time to hazardous materials incidents by troopers statewide in CY 2015.
- Reduce by 20% the response time to hazardous materials incidents by troopers statewide through CY 2018 as compared to CY 2013.

### Performance Measures: Increase Occupant Restraint System Use

- Reduce by 5% the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide in CY 2015.
- Reduce by 20% the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.

### Performance Measures: Traffic Mitigation

- Develop, distribute and implement a Traffic Incident Management manual that will describe steps to be followed by all CSP members investigating crashes by December 2015.
- Research the ability to track accident clearance times and secondary crashes on an accident report. If this is feasible, begin to track both to determine if the quick clearance concept is making a positive impact on secondary crashes by December 2015.
- Identify and train 75% of statewide traffic safety allied agencies to ensure the implementation of Traffic Incident Management (TIM) standards by December 2017.

### Performance Measures: Intelligence and Information Sharing

- Develop a comprehensive training package for delivery to all members that identifies domestic threats, appropriate intelligence collection, and timely reporting requirements by December 2015.
- Continuously evaluate available information and intelligence to provide every Field District Commander with an annual criminal threat assessment on December 1st through 2019.

## Performance Measures: Criminal Interdiction

- Increase by 4% the number of interdiction contacts of identified crimes that are furthered by the use of Colorado's highways as compared to CY 2014 by December 2015.
- Increase by 10% the number of interdiction of identified crimes that are furthered by the use of Colorado's highways as compared to CY 2013 by December 2018.

## Performance Measures: Highway Preservation

- In partnership with the Colorado Department of Transportation (CDOT) and the Federal Highway Administration (FHWA), develop a methodology and data tracking mechanism which will be used to implement an evaluation system for highway preservation strategies by December 2016.

## Performance Measures: Auto Theft

- Implement, provide training, and deploy the access portal to the ATICC data repository to field investigators and partner agencies by June 2015.
- CSP will partner with Coloradoan's Against Auto Theft (CAAT) and CATPA to develop a public messaging campaign that focuses on crime prevention, public awareness of auto theft victimization and preventative auto theft safety measures through December 2015.
- Increase by 5% the instances where information pertaining to prolific auto thieves is forwarded to partner law enforcement agencies while also increasing by 5% the number of Colorado State Patrol investigations into auto thieves associated with the identified top three related criminal violations by December 2018.





# PROFESSIONAL DEVELOPMENT OF CSP MEMBERS

**Strategy:** Career Enrichment of Members

**Goal Champions:** Major Steve Garcia and Major Scott Copley

**Objective:** The Colorado State Patrol has structured the professional development goal to maximize organizational efficiencies and resources. Supervisors are encouraged to promote member career enrichment through programmatic means and provide a supportive environment where leadership and training enhance member professional development.

## Performance Measures: Career Enrichment

- Integrate and evaluate career enrichment objectives into each member's performance management process by December 2015.
- Annually update and maintain the Professional Development Resource Center to include career development opportunities available to CSP members.

## Performance Measures: Promotional Process

- Annually review current Colorado State Patrol promotional practices through December 2019.

## Performance Measures: Recruit and Retain Members

- Conduct a study of the CSP cadet/trooper applicant and training process to develop progressive business models by December 2015.
- Develop and implement a recruitment and retention strategy for areas within the Patrol that have been identified as high turnover duty assignments by December 2015.
- Annually review and analyze trending data collected from member separations to develop a member retention strategy by December 2015.
- Develop and deploy a focused recruitment strategy that increases diversity within our workforce using collected data through December 2019.



Our Family  
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# ESTABLISH AND MAINTAIN INTERNAL AND EXTERNAL PARTNERSHIPS

**Strategy:** Organizational and Community Partnership Initiatives

**Goal Champions:** Major Steve Garcia and Major Lawrence Martin

**Objective:** Fostering and maintaining partnerships with our members, external agencies and the constituents of our communities is critical to our organizational success. The Patrol will develop educational, marketing and awareness programs to inform our members, the public and key stakeholders on the roles, functions and traditions of the Colorado State Patrol.

## Performance Measures:

- On an annual basis, the CSP Command Staff will identify an organizational high visibility enforcement and education campaign targeting high risk driving behaviors. For calendar year 2015, the educational and enforcement focus will be on DUI/DUID and distracted driving.
- Enhance formalized marketing and educational campaigns through the collaboration of all business unit managers through December 2018.
- Develop partnerships with community and corporate leaders, as well as other law enforcement agencies to enhance public safety messaging with an emphasis on shared goals through December 2018.
- Increase awareness of the organization's goals and objectives by continuously conducting community outreach through December 2018.
- Plan and implement the annual CSP Youth Academy program.





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# PROVIDE PROFESSIONAL PUBLIC SAFETY COMMUNICATION SERVICES

**Strategy:** Optimize Radio Communication and Interoperability

**Goal Champions:** Director Don Naccarato and Major Jon Barba

**Objective:** The Colorado State Patrol will provide professional communication services to our members and allied agencies. Officer safety and mission effectiveness is paramount; the Patrol is utilizing communications technology to develop and enhance statewide infrastructure.

## Performance Measures:

- The Communication Branch will track and report the number of vehicles contacted that have been reported as aggressive or drunk drivers to each center with the new computer aided dispatch system. This will provide the baseline contact numbers during CY 2015.
- Partner with allied agencies to promote the establishment of standardized radio procedures for mutual aid events through December 2018.
- Continuously work with State officials to establish the Colorado Communications Plan and business model for the build-out and governance of the Public Safety Broadband Network (PSBN) through December 2018.
- Annually lead a collaborative effort among allied agencies to enhance the effectiveness of the Digital Trunked Radio (DTR) system.
- Annually inventory and recommend equipment replacement of the Colorado State Patrol's communication assets.





# PROTECT CRITICAL INFRASTRUCTURE AND STATE ASSETS

**Strategy:** Capital Complex Security and Dignitary Protection

**Goal Champions:** Major Matt Packard and Major David Santos

**Objective:** The Colorado State Patrol engages in coordinated dignitary protection duties by providing security and transportation for the Governor, First Family and visiting dignitaries. The organization is also entrusted with the safety and security of all persons at the State Capitol Complex.

## Performance Measures:

- Increase the effectiveness of the Capitol Complex Emergency Action Plan measured by a 15% increase in survey responses related to satisfactory emergency preparedness by December 2015.
- Maintain 25% of uniformed members trained in dignitary protection through December 2019.





# EFFICIENTLY MANAGE RESOURCES AND CAPITAL ASSETS

**Strategy:** Acquire Mission Essential Materials, Equipment and Capital Assets

**Goal Champions:** Director Bob Dirnberger and Major Barry Bratt

**Objective:** The Colorado State Patrol will identify and manage equipment, vehicles and capital construction needs within the organization. Projects will be identified and prioritized for the scheduled replacement or deployment of resources to ensure officer and civilian member safety and organizational efficiency.

## Performance Measures: Vehicles and Equipment

- Annually identify and recommend to Command Staff a vehicle and equipment replacement plan that provides for efficient and effective platforms for our members while balancing environmental impact.
- Evaluate and update the Vehicle Allocation Plan (VAP) annually and make recommendations to Command Staff for the upcoming fiscal year through December 2019.

## Performance Measures: Asset Management

- Annually identify and develop a timeline for the replacement of end-of-life equipment and assets.

## Performance Measures: Capital Construction Projects

- Develop an internal facilities business plan by July 2015.
- Develop a CSP Facilities Master Plan to replace CSP facilities while incorporating new technologies and enhancing energy efficiencies by December 2017.



STATE PATROL



# DEVELOP AND REFINE INTERNAL PROCESSES

**Strategy:** Business Development

**Goal Champion:** Major Josh Downing  
and Director Rich Delk

**Objective:** The Colorado State Patrol will integrate practical technology solutions and process improvements to eliminate duplication and maximize available resources while providing enhanced public safety.

## Performance Measures: Technology

- Implement the Colorado State Patrol technology plan and make suggested restructure and process improvements by December 2015.

## Performance Measures: CALEA Accreditation

- Implement the three year plan for re-accreditation in the first quarter of 2015.

## Performance Measures: Process Improvement

- Create and implement the first phase of the Central Records Section within the Colorado State Patrol by December 2015.







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*This plan is subject to an annual review and revision process which includes but is not limited to: Chief direction, Command Staff meetings, the Strategic Review and Forecast (SRF) biannual meetings, employee and public feedback surveys, reports from Goal Champions and analysis conducted by the Colorado State Patrol Strategic Planner.*